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• Historical Issue •

SIGNING of the Fundamental Orders of Connecticut by assembly of popular convention of the three towns Windsor, Hartford, and Wethersfield, on January 14, 1639. They form, according to historians, the first written constitution known in history and certainly the first American constitution of government to embody the democratic idea. Upon this rock of desire for law and order Connecticut industry was built.

# CONNECTICUT INDUSTRY

APRIL  
1935

# Pioneers in Industrial Fuels

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# CONNECTICUT INDUSTRY

April . . . . 1935

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L. M. BINGHAM, Editor

## MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.

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## MASS CULTIVATION OF HATREDS

By E. KENT HUBBARD

Connecticut industry is manned by persons who know the problems of manufacturing processes and who are rarely estopped from seeking out the "fly in the ointment" and the "monkey wrench in the gears." For nearly 200 years many of their forebears were engaged in similar difficult but interesting tasks. These men and women are not solely of the management or supervisory group. They are from the operative group as well. Management alone has not built Connecticut industry. The workers have not built it, nor have investors been solely responsible. Connecticut industry has achieved through the joint efforts of good management and skillful and understanding operatives, both of whom have given the investor sufficient confidence to cause him to furnish necessary capital. J. H. Van Deventer of the *Iron Age* in an admirable editorial pointed out that one of the basic formulae applicable to manufacturing design, production and sales is to "avoid trouble but when you cannot avoid trouble eliminate it." He points out that the formula "applies to the relations of machine elements to one another and also to the even more important relationships between men."

"Capable management recognizes that excessive friction, either mechanical or human, will ruin the operation of any mechanism or any organization. Gears must work together, not fight each other, and so too must men if one is to have a successful plant operation and avoid a disastrous smash-up.

"It is because of a clear realization of the truth of this basic principle that the majority of employers are averse to unionization of their plants along the A. F. of L. or other professional union lines. The philosophy of such unionization is not based upon peace and good will; it is frankly founded upon the acceptance of the principle of class antagonism and mass opposition. At best it leads to nothing better than an armed neutrality in which suspicion stalks about constantly with a chip upon its shoulder.

"The formula which professional labor leaders have found so personally profitable to follow is just the opposite of management's formula. It is this: Seek trouble and capitalize it. If you cannot find trouble, create it."

Certain union leaders creating trouble in Connecticut industry today are not those who have helped build Connecticut industry, either in the distant or immediate past. They are professional organizers sent into the state to foment trouble. The existence of trouble is their livelihood. Read the

(Continued on page 7)

# FEDERAL AND STATE LEGISLATION

## Federal

IT IS difficult to see how any true believer in the Constitution of the United States can read extensively of recent developments in Washington, either in chronological form or by piecemeal excursions, without indulging in damning oratory or having a first-class case of the "mutter." On the surface, it is the same old type of crazy quilt that has always taken form whenever nearly 600 representatives of public and private opinions in 48 states begin committing their own ideas and those of their constituents into typed bill form. Mix all of the many fantastic and a few of the reasonably sound prescriptions for "better times" with a little observation and you will note that:

1. The crazy quilt of legislative bills is a bit larger than usual and has pieces in it more difficult to fit, and far more that won't fit at all as successful governing rules for a capitalistic democracy.

2. President Roosevelt's control of Congress, instead of being 98% as it was in 1933, and only slightly less in 1934, has slipped to a bare 60% (even this control seems unduly optimistic at the moment).

3. There are three groups striving for or seeking to hold power—the absolute radicals typified by such men as Huey Long; the administration group, championing the A. F. of L. cause and now moving slightly left of center, and the conservatives who still believe the Constitution of the United States a sound formula for good government. Playing around on the fringes of these groups with no central idea except re-election, are a number of other representatives and senators.

4. Under these circumstances, the maneuvering of legislation of a controversial nature through both Houses past the President's desk, is a job requiring an unusual amount of political finesse.

5. Perhaps, after all if business increases the vigor of its attack on vicious legislation, little or none can move through to the "king row" of law.

To borrow from a very apt and clear presentation in a recent issue of the United States News, "the world's greatest game—the game of legislation—is being played in Washington with the future of the nation at stake." In this great checkerboard game, the Administration is attempting to advance to the "king row" the following:

**Work Relief Bill.** Passed House two months ago but has met almost innumerable snags in the Senate, principal holdup being the McCarran Amendment requiring payment of prevailing wage, which has just been defeated and a substitute inserted requiring the President to pay wages which will not disrupt private wage scale in any community. Bill's chances for passage greatly improved, but may linger for many days or possibly weeks because of gaining strength of those favoring direct relief and approximately 50% of the present appropriation of \$4,800,000,000, instead of the higher cost work relief. (See N. I. C. B. figures on comparable cost of work and direct relief in News Forum Item, this issue C. I., page 13.)

**Central Bank Bill.** Would make Federal Reserve Board supreme, and by method of appointment of governors, a political football, which might be tossed about by each new Administration. Bankers showing increasing favor for

the bill as against the bitter opposition of Senator Glass and his colleagues. Still in committee.

**N.R.A. Extension.** Approved on a 181 code basis by Richberg sweating for a week over committee fire and by S. Clay Williams. Trend is toward voluntary codes by industries operating in Interstate Commerce and minimum wages and maximum hours being made mandatory for all industries. Still in committee with increasing opposition playing against its passage by business interests.

**Ship Subsidies.** Strongly favored by the President to encourage the establishment of strong merchant marine as opposed to present subterfuge methods of excess payment to lines for carrying mail. Passage doubtful.

**Bigger Army and Navy.** Voted in House to increase army from 118,000 to 165,000 and to provide \$380,000,000 for doing same.

**A.A.A. Amendments.** Would make Secretary of Agriculture practical dictator, giving him the power to license and establish quotas for manufacturers whose activities in any way compete with agricultural products. A few Connecticut industries which would be affected in the event of passage of either of the vicious bills S. 1807 or H. R. 5585 are: felt fabricators, distillers, cotton mills, mattress manufacturers, paper box manufacturers, pharmaceutical, producers of rugs, shoes, soap, tanned hides, thread, twine, yarn, fibre, hair tonics, harness, ice cream, hats and caps, musical instruments, fertilizers, quilts, and meat packers. Nearly twice as many more industries not existing in the state are also affected in the event of passage.

**Holding Company Bill.** More than 500,000 letters received from holders of public utility stock opposing the passage of this bill, designed to eventually tax public utility holding companies out of business (see C. I. Federal Legislation for March). Dynamite enough in this bill to seriously endanger, if not ruin, many banks and insurance companies as well as to bring destitution to thousands of older persons on retired list dependent on utility dividends. Body blows struck by the utility stockholders drew President Roosevelt into a mud-slinging propaganda speech recently, which was met immediately by a stiff return punch from the holding companies themselves.

**Transportation Control.** Proposal for control of all transportation agencies by government. Still in Committee. Opposed by railroads and business interests.

**Economic Security Bill.** Bogged in framing details and quite likely will be left to unfinished business this session.

Other bills being pushed by non-administrative legislators are:

**Black 30-Hour Week Bill.** Supported by A. F. of L. and opposed by Donald Richberg and all manufacturing groups. Chances of passage now appear slight.

**Soldiers' Bonus.** As these lines are being written a decision on whether the \$2,000,000,000 bonus will be paid by the Vinson plan of issuing bonds or by the Patman plan of issuing new money is approaching in the House. If passed by both Houses will likely be vetoed by the President.

**Control of War Profits.** McSwain bill for taking the profit out of war was recently heard. Secretary of War

(Continued on page 17)

# INDUSTRY'S OPPORTUNITY IN THE TERCENTENARY

By E. KENT HUBBARD

President, Manufacturers' Association of Connecticut  
and Member, Connecticut Tercentenary Commission

**O**UTSTANDING achievements in any line of endeavor are deserving of the best commemorative efforts upon those occasions when celebrations are scheduled, if for no other reason than the benefits which will accrue to the present generation through bringing again into strong focus those virtues, arts or scientific principles which made the original accomplishments possible.

The purpose of this article is to sketch briefly the transition of Connecticut, from a state where shipping and agriculture were the major pursuits of its inhabitants, to the present day when more than 60% of its people are dependent upon over 3,000 industrial establishments for their livelihood; and to urge the wholehearted cooperation of manufacturers in a worthy celebration of the remarkable mechanical and industrial organization achievements which have left their indelible stamp on the world's progress.

Beyond the desire for law and order and the worship of God in their own way, as exemplified by the adoption of the Fundamental Orders in 1639, and their infinite capacity for embracing the meager opportunities offered in a wilderness infested by savage Indians, the Puritans showed little of their latent capacity for sizeable business enterprise until the shipbuilding industry was started in New London by John Coit, in 1664, just 19 years after the settlement of New London by John Winthrop, Jr., and 29 years after the settlement of the Colony. But the small shipbuilding efforts that began first in New Haven, in 1647, and spread to Norwich, Milford, New London, Middletown and Hartford, were the forerunners of a trading era with the West Indies, coastwise ports and finally with China and European ports, that gave the hardy Yankee pioneers capital and invaluable lessons in business management, which contributed materially to their larger industrial successes in later years.

Largely due to the good salesmanship of John Winthrop, Jr., Mother England became a sizeable customer for Yankee-built ships, which contributed in no small degree to the upbuilding of New London by 1680 as the greatest shipbuilding center of the Colony. Thus necessity for small coastal trading ships, and later ocean going ships, gave birth to Connecticut's first great industry—shipbuilding! However, commerce in agricultural products, lumber and rum in exchange for sugar, molasses, spices, tea, silk and other Oriental goods, contributed the bulk of the wealth to Connecticut towns, until 1808, when

commerce declined rapidly due to the Jefferson shipping embargo and the War of 1812. Following the war, shipping received a strong impetus in New London through the resumption of whaling, ranking second only to New Bedford, Massachusetts, in the production of sperm oil. At the height of its whaling days, in 1846, New London boasted of 78 vessels engaged in the traffic; but four years later the withdrawal of one quarter of these ships for Gold Rush voyages to California, the increasing scarcity of whales and the substitution of petroleum for sperm oil in lamps, rung down the curtain on the whaling interests—the last of the sizeable Connecticut shipping enterprises.

To gain true perspective as to the underlying reasons for the ultimate flowering of mechanical genius in Connecticut, it is necessary to look to the rigorous living conditions in the earliest Colonial days. Courage and self-reliance were twin requisites of a good pioneer settler. Necessary farming tools, household utensils and clothing could be replaced only at great expense and greater effort after long travel over dangerous trails, and later, well-nigh impassable roads to the nearest store or warehouse. Disliking, as well, the long delays entailed by such trips, in the event of a broken plow or other tools, or a shortage of nails, the settler soon learned to be his own blacksmith and mechanic. In his barn or shed, on rainy days, he made hand wrought nails, repaired tools and performed other necessary mechanical tasks. After crops were harvested, the more ingenious settler often made various hardware items, selling them to his less mechanical neighbors. From necessity, too, weaving was an industry in every household, and the one which withstood the call of machine production well into the 19th century. In

1810, it was estimated that two-thirds of the cloth in the country, including hosiery and household linens used outside of the larger towns and cities, was of household manufacture.

Encouraged by the early success of his iron works in Lynn, Massachusetts, and because of the need of tools for shipbuilding which he had given a masterful boost two years earlier by a speech in London, John Winthrop, Jr., obtained permission to start an iron works in Connecticut, in 1664. Despite his diligent prospecting in various metals his enterprise proved a failure, but in the following year he persuaded Stephen Goodyear, one of the founders of New Haven Colony, and the grandsire of the future "Father of Rubber," Charles Goodyear, to set up a forge and mill for rolling iron balls at the outlet of Lake



ELI WHITNEY, father of the "factory system," inventor of the cotton gin, many tools, fixtures and a few machines.

Saltonstall, near New Haven. The next recorded successful effort to furnish raw materials was the discovery and opening of the famous Simsbury, better known as "Granby," copper mine, which was worked intermittently, but without profit, for 70 years. The most successful mining enterprise, which in turn stimulated the establishment of many forges and blast furnaces, notably the one built by Ethan Allen and two partners, in 1762, was the discovery at Ore Hill in the Town of Salisbury, Connecticut, the first of the "Salisbury Iron," later famed for its toughness and its great assistance to the Colonists for making gun barrels, cannons, anchors and other items used in their defense during the Revolutionary War. Numerous efforts were made to discover valuable mineral deposits, and not without reward in finding some of practically every kind, but according to the dry observation of Jonathan Trumbull, "neither the undertakers or the colony were ever greatly benefited by them."

Early records of the General Assembly show that Connecticut legislators were anxious to aid by grant of monopoly, but not by loans, the establishment of manufacturing enterprises. But from the first inkling that colonists were attempting manufacture, especially in metals, the English parliament placed such enterprises under the ban, with severe penalties attached. Despite the penalties and the lack of good tools, the indomitable Yankees, by stealthy methods, managed to keep enough forges and powder plants hidden from the eyes of British agents to produce guns and ammunition which eventually helped to win their independence.

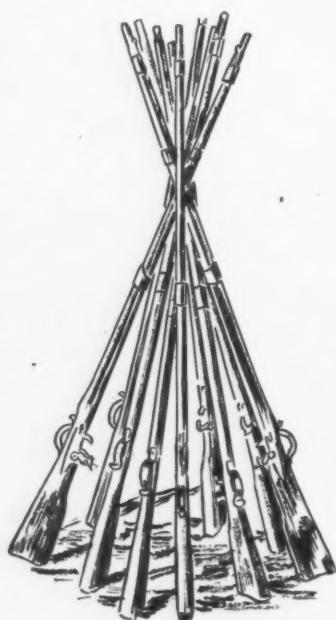
Shortly after the Revolutionary War, many of the small factories which had sprung up to supply war needs, were ruined by an unrestricted flood of imports. But due to the strong appeals of the manufacturing groups from New York, Connecticut and Massachusetts, a protective tariff

was placed on manufactured articles as practically the first act after the Confederation of states was replaced by the present Federal Government in 1789.

Under the terms of the tariff act, commissioners were appointed and given authority to defray immigration expenses of artisans and manufacturers in certain industrial branches, and to offer rewards for inventions and improvements, with a view of attracting skilled workmen, who



J. M. L. SCOVILL, one of the founders and the first president of Scovill Mfg. Co., Waterbury, Conn.



GUNS, first product to reap the benefits of the "American" or "factory" system.

would improve the pitifully inadequate machinery. Thus with every possible encouragement, recommended by Alexander Hamilton and proffered by the first administration of the Federal Government, the first roots of Connecticut's industrial empire of today took hold, spread and grew strong trunks by 1850.

But the real development of manufacturing began with Eli Whitney's invention of the cotton-gin in 1792. It greatly stimulated the growth of cotton and its subsequent manufacture by machinery methods in Rhode Island, Massachusetts and Connecticut. However, his inauguration, in 1798, of the modern factory system of quantity production and interchangeable parts through division of labor in the manufacture of firearms, and its subsequent adoption by the other industries of the state and nation, is today considered of more importance than his invention of the cotton-gin, and the greatest single contribution to manufacturing methods on record. Partial credit for the development of this method, known for many years as the "American System," has been given by many historians to Simeon North, a farmer and later a scythe maker of Berlin, Connecticut, who started the manufacture of pistols around 1799, and was later found employing the "factory system." The gun plant of Whitney is today a part of Winchester Repeating Arms Company, and numerous modern firearm companies including The Rem-

ington Arms Company of Bridgeport, all trace their lineage back in some way to North. Both men greatly influenced the practice of the United States government in its armories in Springfield and Harper's Ferry.

England, the leader of the world in the production of engines, tools and textile machinery, in 1785, had failed



AARON BENEDICT,  
founder and developer of the  
group of industries which  
later formed the American  
Brass and Chase Companies.

to recognize the possibility of selling machinery at a handsome profit to New England's budding industries, but rather chose to pass stringent legislation forbidding emigration of mechanics and workmen in iron and steel manufactures, and to prevent not only the exportation of tools, engines, machines, and parts of every description but also the models and plans for such machinery. Instead of killing Yankee industry, it merely stimulated a race of skillful American mechanics, and encouraged the under-cover migration of skilled English mechanics, who brought with them English plans and methods in idea form, which had to be worked out by "trial and error" from memory.

Between 1800, when it became apparent that future expansion of agricultural pursuits was impossible in Connecticut because of the limits and character of land that could be tilled profitably, and 1870, lies the period of greatest activity in industrial propagation and organization. Within that span of years Connecticut's present number one industry, brass and copper, grew in the Naugatuck Valley to sizeable units from a household industry, started in 1802 in the production of brass buttons; the hardware industry had a firm foothold in New Britain; the silverware industry in Meriden and Wallingford; clocks and watches in Bristol, Terryville, Winsted, New Haven and Thomaston; arms and ammunition in Hartford, Middletown, New Haven and Meriden; textile manufacturing principally in Norwich, Danielson, Putnam, Willimantic, Rockville, Jewett City and Stafford; hats in Danbury and Norwalk; rubber in Naugatuck, New Haven,

Middletown and Sandy Hook; heavy machinery in Ansonia and Derby; machine tools in Hartford, New Haven, Bridgeport, Waterbury, New Britain and Southington; sewing machines in Bridgeport; malleable iron in Naugatuck; paper and printing in New London and Hartford counties, and leather goods in Hartford and Bridgeport.

From 1870 to the present, although a period of further organization but to a lesser degree from the standpoint of the larger units, was marked by expansion, reorganizations and mergers. After 1880 many mechanics who received their early training in "Colt's Armory," Pratt and Whitney and other Connecticut machine shops, went west to Chicago, Cleveland, Cincinnati and Wisconsin to start many of the machine tool shops, now most prominent in the Middle West. It was also in this period, in the late 90's and early 1900's that Connecticut fell heir to the bulk of the typewriter business and had a good start in the manufacture of the early automobiles until disaster overtook these enterprises. Today, Connecticut produces in practically all fields of manufacturing activity except in the automobile and the larger agricultural implement divisions, but its outstanding successes and the largest group of establishments are engaged in the working of metals, from heavy machinery down to the finest tools and scientific instruments.

The whole industrial structure of the state is based upon the sturdy character of its early race of settlers; their self reliance and inventiveness forced by necessity; their early training in business management, organization and salesmanship gained through stern lessons in commerce and in the early mining and industrial ventures, most of which were either failures or passed through several stages of reorganization before success was attained.

The itinerant "tin peddler" was the earliest vendor of Yankee notions or household items. To scattered farm-houses and hamlets from Canada to the Gulf and west

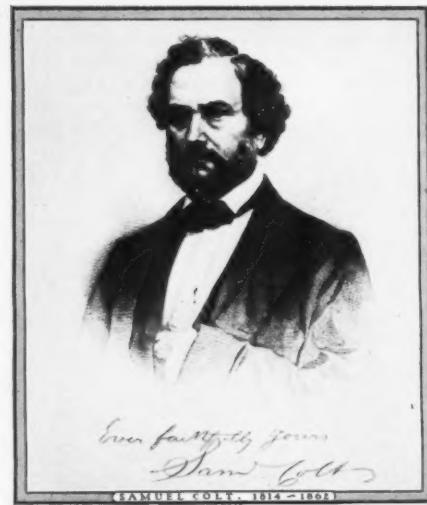


ISRAEL HOLMES, master  
salesman, greatest organizer  
and developer of the brass in-  
dustry. He was the prime  
mover in the organization of  
six companies.

to the Mississippi, from 1740 to the Civil War, these courageous and shrewd traders traveled first on foot, then on horseback, and finally in wagons, to sell and barter. Through them Connecticut first became well, if not always favorably, known throughout the Colonies. They established a market, at first, for the products of household industries, mostly tin, silverware and hardware shops around Berlin, Meriden, Wallingford, Hartford and New Haven, but later enlarged their line to include some of the products of the brass and copper shops. Ever expanding the market for Connecticut products until the advent of the railroads, when the peddler gave way to the drummer, this unique and romantic epoch in distribution existed long enough to lay the foundation for Connecticut's great metal industries of today. For without a market for industrial products even the best of Connecticut's inventive genius, financial and factory management and skilled mechanics, would have been forced into other pursuits.

From the very start of the patent office in 1790, Connecticut's ratio of patents granted to population has been higher than in any other state. Since the period of "big business" organization, inventions have been largely made by mechanics or engineers on the engineering or research staffs of corporations and assigned to their employers as soon as patented. Their names are unsung, seldom seen, except in the Patent Gazette, but their ideas bring directly or indirectly comfort and pleasure to millions of people throughout the civilized world. Although many of the earlier inventors were not widely known, more of their names and accomplishments have been publicized than those of the present day, largely because there were fewer inventors and their work was more often entirely original.

To enumerate a few of the better known Connecticut inventors and industrial developers whose achievements should be memorialized by fitting exhibits gathered together with the aid of manufacturers in the respective fields of their operations, let us start with Eli Whitney, already mentioned as the inventor of the cotton-gin and the originator of the factory system. He was forced to make his own jigs and fixtures and milling machines to guide the tools in the accurate cutting of metal parts for guns



**SAMUEL COLT**, inventor of Colt's revolver, and the one to whom the greatest credit is due for the industrial development of Hartford.

which in turn involved the development by him of numerous gauges—all requiring original invention.

In the clock field the names of Eli Terry, Seth Thomas and Chauncey Jerome, stand out with Joseph Ives as the leading inventors responsible for the change-over from the handicraft to the factory system of clock making. The Hoadleys, Ingrahams and William L. Gilbert were other prominent developers who followed.

In the brass industry, Abel and Levi Porter, Leavenworth, Hayden, James M. L. Scovill, William H. Scovill, James Croft and Israel Holmes were noted for their inventive, sales and management ideas which developed a small group of companies into the present Scovill Manufacturing Company. Aaron Benedict founded and was responsible for the development of a second group of industries which later formed the Chase group and the American Brass Company. These pioneers imported machines and workmen from England and invented a wide variety of machines for the manufacture of daguerreotypes, lamps, cartridges and many other items.

For the brass industry, Hiram W. Hayden invented the spinning process for making kettles and John I. Howe a machine for making pins.

Samuel Colt, who patented the now famous Colt's revolver, was not only an inventor but the one who started the larger industrial development of Hartford through the establishment of the modern factory system in a large modern plant built in 1855, known as "Colt's Armory." It was recognized at that time to be the most modern mechanical establishment in the world. In it were trained, under that mechanical and inventive genius, Elisha K. Root, such men as Francis Pratt and Amos Whitney, inventors and founders of Pratt and Whitney Company; Charles E. Billings and Christopher M. Spencer, developers of the modern board drop hammer;—Spencer also inventing the Spencer repeating rifle, the automatic turret lathe, a repeating shotgun and many other smaller items. John Mason was another Colt's mechanic and superintendent



**CHARLES GOODYEAR**, father of commercial rubber made possible through his discovery of the vulcanization process.

who had over 125 patents to his credit during his life. Asa Cook, a foreman at Colt's, developed and manufactured a wood screw machine; George A. Fairfield, a Colt's foreman who became superintendent of the Weed Sewing Machine Company of Hartford and later joined with Spencer in the formation of the Hartford Machine Screw Company.

Notable mechanics and inventors trained at Pratt and Whitney were: Worcester H. Warner and Ambrose Swasey who founded Warner and Swasey of Cleveland, Ohio; E. C. Henn and Hakewessel, founders of the National Acme Company of Cleveland and developers of the multi-spindle automatic lathe; A. F. Foote of Foote, Burt and Company; George C. Bordons of Bordons and Oliver; Johnson of Potter and Johnson of Pawtucket; Gleason of the Gleason Works of Rochester; E. P. Bullard, founder of The Bullard Company of Bridgeport; F. N. Gardner, inventor of the Gardner grinder, now manufactured in Beloit, Wisconsin.

Christian Sharps invented a breach loading rifle and started the Sharps Rifle factory in Hartford. Other gun inventors of Connecticut were: Charles Parker of Meriden, John M. Marlin of New Haven, Horace Smith and Daniel B. Wesson who started Smith and Wesson in Norwich, but later moved to Springfield, Massachusetts; Savage, who started in Middletown, Connecticut, but later moved to Utica, New York, and Hiram Maxim, inventor of the Maxim Silencer.

Inventors and developers of note in other lines were: David Bushnell of Westbrook, inventor of the first submarine in 1875, and Simon Lake of Bridgeport, its great developer; Eli Whitney Blake, associated with Whitney's Armory for a time, was noted for his invention of the mortised lock and the Blake stone crusher, probably the greatest factor in developing the present widespread use of concrete.

To Charles Goodyear of New Haven and Naugatuck is due the credit for making rubber a commercial product through his discovery of the vulcanization process.

Frank J. Sprague of Milford, who later became associated with Thomas A. Edison, made possible through his system of controls, the street railway.

From this necessarily sketchy outline, which scarcely scratches the surface of the useful inventions, discoveries and developments of Connecticut mechanics and engineers and shows their marked influence on developments throughout the nation, it can be readily seen why the present generation of Connecticut manufacturers who have built upon these foundation developments, many sizeable establishments, should take just pride in exhibiting them together with their improvements of the present day. If pride of inventive genealogy is dead, and the urge to assist in stirring the ambitions of the younger mechanical minds lies dormant, then for the sake of clinching the best low-cost advertising opportunity that will be offered in years, I urge manufacturers in every town in Connecticut to set up in their plants an exhibit of their products, past and present, and by adequate marking let it be known that the visitor to Connecticut, this Tercentenary year, and in the future, is most welcome within your gates.

It is my earnest desire, both as a member of the Tercentenary Commission and as president of the Manufacturers' Association of Connecticut, to see worthy exhibits of early inventions and today's products set up, not only in every plant, but in every industrial town, and a master exhibit of sizeable proportions at the State Armory in Hartford. If we would pass on the rich heritage of pro-

gress which has been our birthright from those rugged indomitable and inventive pioneers, of which I have just spoken, we must follow their example in accepting today's obstacles as a challenge to greater and more intelligent effort. To display your wares and urge your fellow manufacturers to do likewise; to assist the recently appointed State Tercentenary Committee on Manufactures by aiding in the organization of your local sub-committee on manufactures and with its subsequent round-up of interesting exhibits; to invite by letter or by suitable printing or sticker seals on business and personal correspondence, those beyond our borders to partake of our reserved but truly genuine Connecticut hospitality; these are excellent first moves toward continued industrial leadership for our companies and our state.

The time is short until the official opening of the Tercentenary on April 26. Plans for pageants, and exhibits of practically all other Connecticut accomplishments, except manufacturing, are progressing satisfactorily in the majority of towns. Let us make haste to the end that visitors to the state from June until December may see the greatest displays of man's mechanical ingenuity ever gathered together; that through these exhibits and our hospitality, the outside world may come to have a more sympathetic understanding of us; that we may face the future with renewed confidence and pride in the knowledge that we have done ample justice to the industrial inheritance which has given Connecticut its chief claim to prominence, and now affords a livelihood to the majority of its citizens.

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## MASS CULTIVATION OF HATREDS

(Continued from page 1)

names which appear in the heads and subheads of newspaper items and you will find the truth of what I have said. The extent to which these individuals will go in arousing antagonisms resulting in strife and destruction knows no bounds. They are perfectly willing to destroy an industry thus eliminating the livelihood of workers, and they have done it in more than one instance. They will urge boycotting. They will foster national ownership.

Mr. Van Deventer, clear thinker that he is, is in as much of a quandary as are millions of citizens. He says, "What such capitalization of trouble will do to the big economic machine, of which our individual industries are cogs, is a serious question. Certainly the mass cultivation of hatreds will not lead to peace."

Some day, somewhere, there will arise a leader of labor who has the real interests of the working man and woman at heart: one who realizes that more is to be earned by work than on a picket line; one who realizes that the meanest and most incompetent labor agitator can call a strike, and under present conditions can make that strike effective because of the attitude of the federal government in regard to intimidation—but who realizes also that such characters are not able to reinstate strikers to advantage—unable because they lack unselfish interest in the worker, a knowledge of the problems of industrial relationships and a complete disregard of right and wrong and an utter disregard of the public interest.

Labor will follow such a leader en masse.

# SERVICES AT YOUR DOOR

**An alphabetical list of accessible services recommended to Connecticut Industry readers**

HADFIELD, ROTHWELL, SOULE & COATES	Certified Public Accountants	Hartford	Stamford
<b>HENRY KNUST</b>	<i>Certified Public Accountant</i>	<i>Conn. and N. Y.</i>	
15 Lewis Street	Hartford		
<b>Scovell, Wellington &amp; Co.</b>	ACCOUNTANTS AND AUDITORS	First National Bank Bldg.	New Haven
<i>Offices in Principal Cities</i>			
<i>Rates for this space exceptionally low</i>			
<b>COAL</b>	<b>T. A. D. JONES &amp; CO., INC.</b>	<i>24 hour service to Connecticut Industries</i>	
New Haven — Bridgeport			
<b>ENGINEERS—MANAGEMENT</b>	<b>Scovell, Wellington &amp; Co.</b>	<i>First National Bank Bldg. New Haven Offices in Principal Cities</i>	
<b>DIESEL ENGINES</b>	<b>WOLVERINE MOTOR WORKS, INC.</b>	6 Union Ave.	Bridgeport
<b>ENGRAVERS</b>	<b>DOWD, WYLLIE &amp; OLSON</b>	<i>Advertising Art &amp; Photo Engraving</i>	
106 Ann St.	Hartford		
<b>FENCING</b>	<b>THE JOHN P. SMITH CO.</b>	<i>Distributors for Page fence. Manufacturers of Wire Cloth,</i>	
497 State St.	New Haven		
<b>FREIGHT FORWARDERS</b>	<b>PITT &amp; SCOTT CORP.</b>	<i>Foreign Freight Forwarders</i>	
27 Beaver St.	New York City		

## ...Query

Readers desiring to purchase merchandise or services not listed here will be given the names of reliable firms upon inquiry to this department.

## ... Listing

Copy for listing in this department must be received by the 15th of the month for publication in the succeeding month's issue. We reserve the right to refuse any listing.

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*Foreign Freight Forwarders*  
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**AMERICAN MUTUAL**  
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## PRINTERS

**THE CASE, LOCKWOOD &  
BRAINARD CO.**  
*Printers and Binders*  
Trumbull St., Hartford

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**RECORDING INSTRUMENTS**

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**THE BRISTOL COMPANY**  
*Recording and Controlling  
Instruments*  
Waterbury - Connecticut

TRANSPORTATION

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*Coast-to-Coast Freight Service*  
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# PIONEERING IN FUELS For CONNECTICUT INDUSTRY

By L. M. BINGHAM

**R**ESULTS of early attempts to discover mineral wealth, Jonathan Trumbull observed, benefited "neither the undertakers or the colony." Nor since that early day have there been discoveries of minerals which have made easier the task of Connecticut manufacturers in competing with industries located nearer sources of iron and coal deposits.

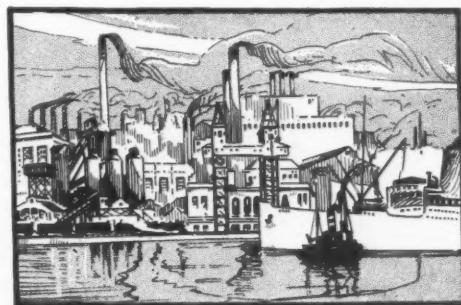
On the fateful scale of competition, Connecticut mechanical skill, inventiveness and good management have had to be depended upon almost entirely to offset natural advantages of competitors and bring success to industry. Manufacturers of the state were particularly handicapped for the lack of an adequate and continuous coal supply after the advent of the "factory system" and steam power. Rigorous winters, uncertain transportation facilities, labor troubles at the mines, and finally price, all combined to keep the minds of manufacturers in a constant state of apprehension. The upping of freight rates or the price of coal delivered to Connecticut manufacturing centers, caused, until recent years, almost as much of a flurry in industrial circles as the ups and downs of king cotton in the South. Its importance, as late as 1927, may be gauged by the fact that the Connecticut General Assembly appropriated \$25,000 in that year for a mere study of coal freight rates into the state, while the Manufacturers' Association of Connecticut, at about the same time, had raised the formidable sum of \$70,000 for a complete study of coal rates, in the hope of obtaining sizeable reductions in freight rates.

Seeing the great need for storing huge supplies of coal in the state to obviate the hazard of fuel shortage, high prices and the ensuing serious competitive effects of advancing prices for industrial products, the T. A. D. Jones and Company, Inc., was formed in 1925 to establish, in effect, "a coal mine in Connecticut." By coal barges from Hampton Roads it first brought to Bridgeport thousands of tons of a higher grade coal than previously obtainable at comparable prices. At first, this New River Navy Coal from West Virginia mines, was consigned to specific manufacturers and delivered to them by rail or truck direct from the barges. Within a few months a dock was built in Bridgeport, and 18 months later a dock and large waterfront facilities on New Haven harbor, formerly owned by Winchester Repeating Arms Company, was acquired. Here was ample storage space for 200,000 tons of coal, and with additional docking and loading facilities, since built, has been adequate to meet demands up to 60 cars a day. Thus "mother necessity," a little vision, sizeable capital and initiative, pioneered a large new enterprise, built and growing on the rock of "service to industry."

Foreseeing trouble in the coal regions, possible government regulations of coal prices, and higher freight rates on rail hauls from Bridgeport and New Haven ports to inland cities, and the possibility of introducing oil on a competitive basis with coal, T. A. D. Jones and Company

again pioneered, by building, in 1933, a huge storage terminal for industrial fuel oil, brought to New Haven direct by ocean going tankers plying from sources of supply in Texas. These storage facilities, coupled with the most modern type of pumping equipment and a fleet of tank cars, have combined for the first time in the history of the state, to place industrial fuel oil on the markets of Connecticut and Western Massachusetts at prices successfully competitive with coal, and comparable to price and service offerings at any port on the Atlantic Seaboard.

The benefits of this service to manufacturers, already established, are quite obvious; but few persons are aware of its possibilities for the development of New Haven, other Connecticut River towns and Sound ports, as industrial and commercial centers. With oil prices and deliveries equally as favorable as those offered by other Atlantic ports, Connecticut's supply of skilled labor and favorable laws, it should be possible to attract a number of new industries into the state. And with new industries and an increasing number of the old, burning oil, come more ocean going tankers to dock at Connecticut ports, and pay off and buy supplies including many products manufactured in the state. For instance, tankers dock regularly and pay off a crew of 50 men in New Haven, take on 800 tons of needed fresh water, 2 truckloads of meat, 2 truckloads of fruit and two truckloads of groceries, besides buying rope, paint, pipe fittings and other ship's supplies. A laundry is given one night's work and many other merchants benefit from the freshly filled wallets of the sailors. Multiply these figures by ten, fifteen or twenty-five, which may easily become reality by material increases in usage of industrial fuel oil, and you have business volume of sizeable proportions.



Pioneers of the Puritan days from the present begat trouble, disaster and sound business. If they begat the first two they are either dead or bankrupt, with or without benefits of a memorial. Those who built successful business on the solid rock of demand for their goods and services are due honor, respect and reasonable profits; not damnation and legislative ham stringing. Hats off to our Connecticut pioneers of agriculture, industry and commerce of the first Connecticut Tercentenary.

# CONNECTICUT CELEBRATES AN ANNIVERSARY

By SAMUEL FISHER  
Chairman, Tercentenary Commission

**A**T THIS three hundredth anniversary of Connecticut it is well to pause and consider what is the heritage that our forefathers have given us and to consider some of the many advantages which this State, little though it may be, offers its inhabitants.

Connecticut is one of the smaller States of the Union, but it has always played an important part in the political, social, literary and industrial life of the nation. The Reverend Horace Bushnell, a most illustrious son of Connecticut, after whom Bushnell Park in Hartford, on which the Capital is located, is named, once said that when Connecticut is brought forth from her retirement "You behold, rising to view, a history of practical greatness and true honor; illustrious in its beginning; serious and faithful in its progress; dispensing intelligence, without the rewards of fame; heroic for the right, instigated by no hope of applause; independent, as not knowing how to be otherwise; adorned with names of wisdom and greatness."

The first settlers of the Colony who forced their way through the wilderness from the eastern shore of Massachusetts were hardy pioneers. They cleared the forests for the cultivation of their crops. They built their first crude houses and churches and, with a sturdy self-reliance which always characterized them and their descendants, they drew up a code of self-government that has been a model for succeeding generations and has made the names of Roger Ludlow and Thomas Hooker immortal. The restless spirit which brought them into this new land led some of them and their children further west and north into other regions, until men and women of Connecticut descent could be found leading in the affairs of Vermont, western New York and northern Ohio; and now there are over two hundred thousand people of Connecticut birth residing in other States, and millions scattered through this country, who look to their Connecticut ancestry with pride. Many of these will visit this State this coming summer to help in the celebration of our Tercentenary.

Religion and education have always held a high place in the thoughts of Connecticut people and after the Revolution the first conspicuous coterie of American poets and writers of distinction was that group commonly called the Hartford Wits. Many years later in the nineteenth century the names of Mrs. Sigourney and Fitz Greene Halleck were familiar to every household, while the writings of Harriet Beecher Stowe were translated into many languages.

But in no respect has the State shown its independent resourcefulness in more marked degree than on its industrial life. The many water wheels in our streams, driving our mills and factories, have enabled people in all parts of the world to enjoy the comforts and luxuries of our products. The ingenuity of Connecticut inventors has time and again added to the happiness of mankind. Pedlars with their packs have carried Connecticut goods to far away places. This State has long been one of the great industrial centers of our nation.

At this three hundredth anniversary of the settlement

of the Colony we are celebrating not merely the coming of the first settlers, but the achievements of the citizens of this Colony and State through these three centuries. We are trying to recapture something of the life and accomplishments of these earlier generations. Hence, by exhibits of the early domestic life in the Colony, by exhibits of inventions and appliances made here, it is planned to show what Connecticut men and women have contributed to the world's advancement. In many towns and cities such displays will be found, supplemented by pageants, parades, home comings and festivities commemorating episodes in the history of the Colony and State.

Along with the gala atmosphere of a celebration will go the more serious exploitation of our work and our industries.

Connecticut is compact and by easy stages visitors may travel from one end to the other inspecting these exhibits, enjoying the many festivities, but also learning something of the beauties of the hillsides, the graceful shores and the charming villages that make this State such a pleasant place in which to live.



AN artist's conception of Eli Whitney and his dream of the modern factory system, the realization of which, was undoubtedly the greatest single contribution to industry ever made by a Connecticut inventor or developer.

## NEWS FORUM

**Veeder-Root Improves Position.** Veeder-Root Inc., manufacturers of counting devices and die-stamped products of Hartford and Bristol, Conn., showed a manufacturing, selling and administrative profit of \$278,315 or \$3.71 per share on the 75,000 shares outstanding for the year ending December 29, 1934, according to a statement made public by Graham H. Anthony, its president, on February 19th.

Its financial condition improved due to the enhancement of cash in marketable securities by \$195,796, bringing the company's total quick assets as of December 29, 1934, to \$697,132.

\* \* \*

**Strike Settled at West Haven.** An extended strike in force at the Hamden and West Haven plants of the American Mills Company was reported settled over the weekend ending February 17. Terms of settlement drawn up by representatives of the workers and management, are said to call for reemployment of all but one of the entire list of strikers with future grievances on the part of either side to be taken before a committee of the organized workers and management. The chief product of the American Mills Company is elastic webbing.

\* \* \*

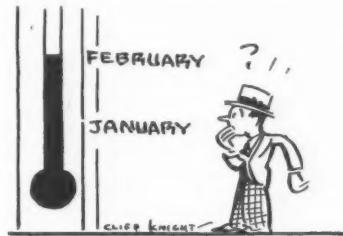
**J. P. Stevens and Company Buys Hamilton Woolen Company.** J. P. Stevens and Company, of New York, which acquired the Hockanum Mills Company of Rockville last year, is reported to have recently purchased the inventory, active machinery and buildings of the Hamilton Woolen Company, located at Southbridge, Massachusetts. Employees of the Hamilton Mill had been on strike for several weeks previous, which finally had resulted in the closing of the plant and promise of liquidation. It is understood that J. P. Stevens and Company will operate the plant.

\* \* \*

**Weavers Walk-out at Bigelow-Sanford.** Because the Bigelow-Sanford Carpet Company of Thompsonville, Conn., hired 30 learners into its weaving department, 325 tapestry weavers walked out in protest on March 12th. On the following day 1200 carpet workers of the plant are said to have voted to indorse the action of the weavers in leaving their jobs.

Weavers at the mill are reported to have voted in favor of hiring experienced weavers from other localities as opposed to the wishes of the management to take in local unemployed and train them as weavers. At this writing, the dispute has been referred to State Labor Commissioner Tone.

**Hartford County Activity Gains.** According to figures of the Hartford County Manufacturers' Association, employment in 84 factories in the county showed an increase during February of 857 hands over January, bringing the total to 44,838, the largest gain recorded since March, 1934. Total employment in Hartford County plants is now the largest in four and a half years since August, 1930, except during May, 1934, when the total employment was the same as February, 1935.



In Hartford 42 plants gained 350 employees bringing the total to 21,851, while man-hours rose 84,792 to 3,441,734. In New Britain, 21 factories added 293 employees bringing the total to 12,977, while man-hours increased 67,913 to 1,901,617. In Bristol, 14 plants showed a gain of 148 employees bringing the total to 8,958 while man-hours gained 33,124 to a total of 1,356,237. Seven plants in Southington added 68 employees bringing the total to 984, with man-hours increasing 20,713 showing February totals of 158,413.

\* \* \*

**State to have Special Stamp.** On the official opening date of the Connecticut Tercentenary it is expected that a new three cent stamp, known as the Connecticut Three Cent Tercentenary Stamp, will be issued at the Hartford, Windsor and Wethersfield post-offices, in commemoration of the event. The next day it will go on sale at other post-offices throughout the state. It is expected to be red in color, oblong in shape, and of the large size similar to the national park series stamp. Imprinted on it will be the map of Connecticut with the towns of Hartford, Windsor and Wethersfield showing.

\* \* \*

**Death of H. J. Regan.** Herbert J. Regan, 63, who recently sold his textile plant, The James J. Regan Manufacturing Company, of Rockville, died of a heart attack Thursday morning, March 7, at his home, 15 Davis Avenue, Rockville. He had been ill only four days prior to his death.

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Born in Willington, Conn., February 9, 1872, he later moved to Rockville with his parents as a boy, and became associated with his father and later with his brother, in the Regan Company which manufactured woolen textiles. Since the death of his brother, Francis Regan, he has been executive head of the business.

About 30 days previous to his death he had just completed the sale of his company to the E. L. Smith Mfg. Company of Providence, R. I., and had planned to retire and take a much needed rest.

He leaves his wife, Mrs. Katherine Regan; a son, Thomas Regan; three daughters, and one sister.

\* \* \*

**Standard Card Clothing Celebrates.** The Standard Card Clothing Company, of Stafford Springs, Conn., is this year celebrating the successful arrival at its "Silver Anniversary." On a silver colored anniversary memento are printed words as follows: "Benjamin Franklin once said, 'To be in business a quarter of a century is a sign of great stability.' Having successfully arrived at our 'Silver



Anniversary' we realize the truth of this adage. However, we well know the stability of any enterprise depends largely on the service given. The growing list of customers which we have secured during the past twenty-five years proves that our service has been satisfactory. As we move toward our 'Golden Anniversary' we will continue to render the highest grade of quality and service."

\* \* \*

**Curtis Business Doubled.** Just before departing on a cruise to Trinidad and South America, Mr. Henry Curtis, President of Curtis 1,000 Inc. stated that the envelope business of his company for January in the Hartford, St. Paul and Cleveland divisions, was more than double the volume for January, 1933. Mr. Curtis also reported that the company paid its regular dividend of 1 1/4% and accrued dividends of 1 1/2% on the preferred stock on February 1.

**Electro-Platers to Hold Convention in June.** The 1935 annual convention of the American Electro-Platers Society has been scheduled for June 10, 11, 12 and 13 at the Stratfield Hotel, Bridgeport, Conn. Although organized in 1909 with the object of advancing the art and science of electro-plating through the joint efforts of its membership (including only experienced electro-platers, platers who are owners of plants or job shops, executives and experienced platers in general) plans already in progress under the supervision of the 1935 Convention Committee are expected to make this convention the finest educational and social event in the history of the American Electro-Platers Society. About 600 members from all branches of the Society, located in the principal electro-plating centers of the United States and Canada, are expected to attend the convention sessions at which the latest information available on the science and practice of electro-plating will be presented. Non-members who are interested in electro-plating and finishing are also invited to attend.

In connection with the convention will be one of the most complete exhibitions of improved materials, equipment, apparatus and machinery used in the metal finishing field, ever held. More than 75 leading manufacturers and jobbers are expected to display their products.

The publicity committee has arranged for golf privileges at the Mill River Country Club for all convention attenders who desire to play, and in addition has underway arrangements for special fare transportation to Bridgeport from all parts of the country and tours to a number of the leading metal finishing plants in New England as well as to formal State Tercentenary functions, exhibitions and festivities.

Reservations from both members and non-members should be made as early as possible of Eugene Phillips, Chairman, Convention Publicity Committee, 67 Roanoke Avenue, Fairfield, Connecticut.

\* \* \*

**New Haven Accountants Hold Business Show.** The New Haven Chapter, National Association of Cost Accountants, gave more than 15,000 persons an opportunity to see the progress made in business machines during its First Annual Business Show held at Strathcona Hall, Yale University from Tuesday evening, March 5 to Friday evening March 8. This business show was officially opened by Mayor John W. Murphy, of New Haven, and was subsequently addressed by Professor Hudson B. Hastings, of Yale University, and Stuart C. McLeod, secretary and business manager of the National Association of Cost Accountants. The speakers were introduced with the exception of the Mayor, by James W. Cleveland, president of the New Haven Chapter, N. A. C. A. Mayor Murphy



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was introduced by Wallace C. Hutton, president of the New Haven Chamber of Commerce.

The chief purpose of the show was to give accountants and business executives an opportunity to compare the equipment available and to introduce new machines to those not already familiar with them. Show officials noted that there had been more changes during the past three years in business machines than in any other class of industrial products. During the show, approximately 200 students of the Accounting Department of Yale University made a two-hour study of the exhibits.

Among the companies exhibiting business machines were the following from Connecticut: The Royal Typewriter Company and the Underwood Elliott Fisher Company, both of Hartford; Remington Rand Company, of Buffalo, New York, but represented in Connecticut by its Noiseless plant at Middletown; Dictaphone Corporation of Bridgeport, Conn., and The Postage Meter Company of Stamford.

The committee in charge of the show were William J. Carroll, Sargent and Company, chairman; William C. Meehan, Knights of Columbus; Joseph A. Sullivan, Eastern Machine Screw Company; and Andrew Nelson, Winchester Repeating Arms Company.

\* \* \*

**Edwin P. Root Resigns at New Haven Clock Company.** Edwin P. Root, who for 60 years has been connected with the New Haven Clock Company in practically every capacity, resigned as chairman of its board of directors at the last annual meeting of the board held on February 27th. He was succeeded by Richard H. Whitehead, president, who will fill both offices.

Mr. Root's resignation was due solely to his advancing age and his desire to slough off business responsibilities after one of the longest periods of activity recorded in recent industrial history. From the ranks, Mr. Root rose to become assistant superintendent, president and then chairman of the board in 1929.

The board of directors in addition to naming Richard H. Whitehead as president and chairman, elected as vice president, Edward Stevens and Willard E. Chamberlain; secretary and treasurer, Philip H. English; assistant secretary, Frederick L. Bradley; assistant treasurer, Frederick A. Neumann.

The annual report to the stockholders showed that the company made a small profit of \$98,560.49 during the year ending December 31, 1934, with a net sales return of \$2,291,438.17. Last year's records showed a great improvement over 1933 when the net sales totaled only \$1,425,312.23 with a net loss of \$126,870.60. The employment figure was also improved being approximately 1350 in December, 1934, as against 600 during the bank-

ing crisis in the early part of the year and never over 1100 during any portion of the year.

\* \* \*

**Connecticut Relief Increases.** According to a recent report of the Federal Relief Administrator Hopkins, the number of families receiving aid under the general relief program in Connecticut numbered 40,993 in January, representing an increase of 6.6 percent over December as against an increase for the nation of 3.2 percent.

Although the increase in Connecticut was more than twice as great in percentage as in the country as a whole, relief expenditures climbed only 7.2 percent in January as against 9.3 percent in the nation.

\* \* \*

**Death of Conrad H. Roser.** Conrad H. Roser, 33, associated with his father in the firm of Herman Roser and Sons, Inc., of Glastonbury, and representative of that town in the General Assembly, died at the Hartford Hospital, Sunday night, February 17, after a prolonged illness.

Born in Glastonbury June 6, 1901, Mr. Roser was graduated from the Glastonbury High School and Massachusetts State College, after which he became a landscape architect and supervised the construction of a large golf course in Burlington, Vermont. Later he managed a dairy farm in California and did landscape gardening work at High Point, N. C.

About six years ago he returned home to become associated with his father, being named a year later as assistant secretary of the company. Always civic minded, he tried in every way to improve the government and community life of Glastonbury. For the past three years he was president of the Glastonbury Chamber of Commerce and during that time was responsible for the organization of the Glastonbury Intercommunity Baseball and Basketball leagues, was a member of the Glastonbury Town Plan Commission and a member of the Republican Town Committee.

Elected last fall as a member of the General Assembly, he was later named to the Education Committee and School Fund Committee.

\* \* \*

**N. I. C. B. Estimates Relief Cost.** Estimates of the annual cost of various types of unemployment relief recently made by the National Industrial Conference Board, based on 3,500,000 relief cases, vary from slightly less than \$1,000,000,000 for direct relief of the type received by more than half of the persons now on relief rolls, to more than \$8,000,000,000 for public work relief, with full-time employment at the "prevailing wage" rate.

According to the board the average cost of direct relief



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per case during the third quarter of 1934 was slightly in excess of \$280.00 per year, with the total cost for 3,500,000 cases amounting to \$989,000,000. The average cost for work relief, according to the board, was around 50% greater than direct relief for the third quarter of 1934 and was slightly in excess of \$35.00 per month, or \$420.00 per year. Continuous employment for 3,500,000 persons during a 12 month period would cost \$1,475,-000,000. In the board's calculation, based on the monthly wage of \$50.00, a work week of 30 hours, full time employment, with materials and overhead costs 60 percent of the total cost (approximately British experience on public works) the continuous employment of 3,500,000 men would require an annual expenditure of \$5,250,000,000, or \$1,250,000,000 above the amount proposed in the appropriations bill, which at this writing is before the Senate. Under the \$50.00 a month plan the proposed \$4,-800,000,000 appropriation would give work for no more than 9 months of the year to 3,500,000 persons, but under the "prevailing rate" of wages plan would give work to the same number not more than 6 months.

Under direct relief the \$4,800,000,000 would give continuous relief for approximately 4 years on the basis of the cost for the third quarter of 1934, and approximately two years if calculated on a \$50.00 a month basis.

\* \* \*

**Death of B. H. Heminway.** B. Havens Heminway, 69, president and treasurer of the Heminway and Bartlett Silk Co., of Watertown, Conn., prominently identified with the progress of that corporation for 47 years and one of the best known men in the silk industry, died at his home

on Thursday night, March 15th, after a year's illness. Mr. Heminway had been a director of the Manufacturers' Association of Connecticut for two years prior to his resignation last fall on account of ill health.

Born in Watertown, November 11, 1866, the son of the late Buell Heminway, who was one of the four sons of General Merritt Heminway, a pioneer in the silk industry of this country and one of the original founders of the M. Heminway and Sons Silk Co., of Watertown, New York, of which the present corporation is the successor. Educated at the public schools of Watertown and at the General Russell Military School at New Haven, Mr. Heminway became associated with the Heminway and Bartlett Silk Company when it was organized in 1888, as assistant treasurer. By diligent application, he mastered the business in detail and succeeded his father as president and treasurer after his death in 1915.

Some of the posts which he filled outside of his regular business were: President of the Waterbury Library association, president of the Evergreen Cemetery Association of Watertown and director of the Manufacturers' Association of Connecticut. He was a member of the Waterbury club, the Waterbury Country Club and of the Madison Country Club of Madison, Conn. In politics he was a Republican. He was also trustee of Christ Church parish of Watertown.

Surviving Mr. Heminway are his widow, Mrs. Maude S. Heminway; his sons Buell H. Heminway, secretary and assistant treasurer of the company, and Willard S. Heminway, now connected with the Heminway and Bartlett Silk Company in the New York office; his daughters Mrs.

(Continued on page 16)

# DEPARTMENTS

## Accounting Hints for Management

Contributed by Hartford Chapter N. A. C. A.

**Look Before Leaping.** True to Yankee ingenuity, Connecticut industry has devoted much thought during past few years to developing markets, increasing sales, or developing and acquiring new products. Often a new thing looks good while it is new, and sales prospects look big—with the result that plans are immediately made for expansion, etc. Unfortunately some executives can still be found who will make decisions on new projects without consulting the accounting department. Sales managers plan campaigns, engineering departments plan new products, superintendents call for additional facilities, all in a wave of enthusiasm. But after the commitments have been made, the outlay and expense incurred and unrecoverable, it becomes the disagreeable lot of the accountant to tell the sad story of results and mistakes.

A large part of the accountant's work is necessarily historical—pertaining to things that have occurred and are past; but with that background and experience he can analyze and investigate new propositions and problems and make suggestions which will help avoid repetition of costly errors and mistakes. More than this, the alert accountant keeps up educational and business contacts in trade and professional associations, which aid materially in forming judgments. If managements would make greater use of the tools at their disposal—call the accountants into all conferences—they would find the value thereof.

\* \* \*

**Form Design.** It is sometimes appalling to observe the variety of sizes, shapes, styles and colors of stationery and accounting forms in use in an industrial establishment. Frequently this condition is the outgrowth of the gradual expansion of the concern's business activities, or it may be due to the lack of coordination or supervision in the purchasing of printed matter. Proper form design leads to economy and efficiency. Forms should be so designed and coordinated that the sheet which is actually used at the source of the recording operation (e. g. requisitions) will be adaptable to the final tabulation or compilation thereof.

\* \* \*

**Meeting.** Dr. Walter Rutenstrauach, professor of industrial engineering, Columbia University, will speak on *Planning and Control* at the monthly meeting of Hartford Chapter, April 16, 1935. Guest tickets may be obtained through the Manufacturers' Association office.

## Transportation

**Buckingham Retires as General Counsel of New Haven.** President Howard S. Palmer, of the "New Haven" Road, announced on March 1, the resignation of Norman S. Buckingham, as General Counsel, and his subsequent appointment as General Solicitor effective as of the same date. Mr. Buckingham's resignation is understood to have been made in consideration for his health

which was not equal to the arduous duties of his position as General Counsel. He has been connected with the New Haven's legal department for 36 years and took a short leave of absence before assuming the lighter duties of his new position.

At the same time, President Palmer announced the appointment of Mr. William W. Meyer, former assistant to the president and assistant general counsel, as General Counsel, in charge of law and finance. Mr. Meyer who has been connected with the New Haven's law department for 20 years, originally entered its employ on July 1, 1915, as Assistant Attorney, and remained in that capacity until he enlisted in the Army in 1917. Resuming his railroad duties again in June, 1919, as Assistant Counsel for the company during Federal Control, he was appointed a year later as Assistant Commerce Counsel, and in the following year was promoted to position of Commerce Counsel. On May 1, 1931, Mr. Meyer was appointed Assistant General Counsel, and on November 1, 1934, he was also appointed Assistant to the President in charge of finance.

\* \* \*

**Pelley Advocates End of Federal Control.** Speaking on the "Forum of Liberty" program on March 7th, John J. Pelley, president of the Association of American Railroads, advocated the abolishment of the post of federal coordinator, now held by Joseph B. Eastman, and enactment of legislation which would equalize the competition among rail, highway and waterway carriers. The railroads, he said, "object to the idea of a federal coordinator with power to exercise authority without responsibility in the domain of management. All we ask is that Congress and the state legislatures give us equality of opportunity in the field of competition with other forms of transportation and also prevent the enactment of burdensome legislation. Given these things, the rising tide of prosperity will find the railroads again on a sure foundation and contributing to increased prosperity through a volume of purchases probably unequalled by any other single industry."

Mr. Pelley advocated the enactment of two bills, now in Congress, which would regulate commercial highway and waterway transportation, but called for the defeat of labor proposals designed to shorten the working day for railroad men to six hours with retention of the eight hour pay scale.

\* \* \*

**Hickey Makes Statement on Guffey Coal Bill.** John J. Hickey, Commerce Counsel for the Manufacturers' Association of Connecticut, recently made a statement before the sub-committee on Interstate Commerce opposing, in behalf of the Association, the enactment of S. 1417 (the so-called Guffey Coal Bill) on the basis that it extends too far the federal regulation of private business activities, and would injure the bituminous coal industry which it seeks to assist, and lay a further burden on taxpayers generally.

The purpose of the bill is the subjection of the bituminous coal industry to regulation by the federal government in which the authority to regulate will include the power to fix minimum and maximum selling prices of bituminous coal; prescription of the quantities that may

be produced and sold in each district, and allotment of the quantity or tonnage of coal which may be mined at and shipped from single mines.

In his statement, Mr. Hickey brought out the fact that the majority of Connecticut manufacturers use bituminous coal, and since many of them sold their products in Canada, Europe and other foreign countries in competition with manufacturers who buy coal at prices beyond the reach of the proposed National Bituminous Coal Commission, such fixation of minimum selling prices would make competition in foreign markets more difficult and eventually lead to the substitution of other fuels for bituminous coal.

\* \* \*

**American-Hawaiian Makes Good Showing.** In spite of the Pacific Coast longshoremen's strike, which lasted 83 days, the American-Hawaiian Steamship Company, oldest and largest of the intercoastal carriers, handled 1,103,-471 tons of cargo in 1934, or only 6.1% less than 1933's total. Company vessels steamed 1,464,120 miles; passed through the Panama Canal 223 times; and paid tolls amounting to \$992,262.

Direct, out-of-pocket strike loss was \$552,286.46. Dividends aggregating one dollar per share were paid out of surplus.

\* \* \*

**Traffic Committee Proposed Modification of Rule 10.** The proposal to modify Classification Rule 10, which originated with the Association's Traffic Committee, has been assigned for hearing before the Classification Committee at 143 Liberty Street, New York City, beginning April 17, 1935.

The chief advantage to be derived from the adoption of the rule suggested by the Traffic Committee is that it would enable shippers to obtain the benefit of the carload rate or rating applicable to each article in a carload, instead of being forced to pay charges based on the highest rate or rating applicable to any article in the carload mixture, as at present. In addition, this modified proposal would allow shippers to use the weight of any articles moving at the less-than-carload or any quantity rates to partially offset any deficit that might exist in the carload minimum weight. Any final deficit, after deducting the weight of the articles moving at the less-than-carload rate, would be charged for at the lowest carload rate applicable to any article in the car.

Both traffic groups and representatives of many of the carriers with whom the present classification rule has been discussed, now recognize that some modification of the present rule is desirable, if for no other purpose than to retard, to some extent, the increasing amount of traffic that is now being continuously diverted to motor trucks. Association members and others who have an interest in this proposed change should communicate immediately with the Classification Committee requesting an assignment of time for the purpose of presenting formal support of the proposal at the hearing.

\* \* \*

**Lake-Rail Rates Postponed.** The Interstate Commerce Commission has postponed the effective date of the rates prescribed in Investigation and Suspension Docket No. 362, "Lake and Rail Class and Commodity Rates," from March 20, 1935 (see item on page 18, March C. I., headed "I. C. C. Prescribes New Basis for Lake-Rail Rates"), to July 20, 1935.

## Foreign Trade

**Japanese Expand Market in Colombia.** According to word recently received by a principal of one of the leading selling agencies in Colombia, South America, Japanese competition has grown enormously in recent months and presents a serious menace to American trade with that country. The selling agent states that he finds the Japs are starting to offer an increasing number of products, such as automotive spare parts, hardware, cutlery, stationery, scales, paint, advertising material, electrical supplies, inks, yarns, textiles, drugs, belting, etc. He predicts that if the Japanese continue to export into Colombia at the same rate, its present trade will account for more than 30 percent of the total imports of Colombia before the end of 1935. Prices of these products are so ridiculously low that, in the agency's opinion, it is impossible for any civilized country which pays its workers a half-way decent salary to compete successfully with them.

The chief hope offered by the agency is that the old commercial treaty between Japan and Colombia has recently expired, and that the Colombian government will, in all probability, do something to remedy the situation in the near future. The reporting agency advises that many leading importers, already interviewed, are now commencing to realize the imminent danger of Japanese competition reducing ready income for them and eventually losses.

\* \* \*

**Belgium Trade Treaty Completed.** A reciprocal trade agreement has just recently been completed between the United States and Belgium. The list of Belgium concessions to the United States includes among its 45 items such important products of Connecticut as typewriters, calculating machines, dictating machine cylinders, dictating machines, rubber belting and rubber hose and varnishes and lacquers. On the other hand of the 53 items on the list of United States concessions to Belgium are included other important Connecticut products as follows: shot guns, barrels for shot guns, stocks for shot guns, parts of shot guns, wire rods, laces, lace fabrics, lace articles, woven fabrics, cordage, woven grain billiard cloths, hatters' furs and hair felt.

The complete list of these concessions was included as a part of the Association's general bulletin No. 383, dated March 6, 1935. Full information on the Belgium treaty may be obtained by members at Association headquarters.

## NEWS FORUM

(Continued from page 14)

Robert F. Holden of Haverford, Pa., and Mrs. Delano W. Ladd of Plainfield, N. J.

\* \* \*

**Correction.** Under the heading of "New Roll Grinder Introduced" on page 14 of the March issue of *Connecticut Industry*, lines 4 and 5, in part, read incorrectly as follows: "which not only rolls metal strips and sheets with a high finish." Instead, this new roll grinder by Farrel-Birmingham Company of Ansonia, grinds the rolls of the rolling mills which in turn produce the metal strips and sheets. Beginning with line 12 of the same item, second to last word, the reading should be "built with a carefully mounted headstock having a multiple 'V' belt drive for rotating the rolls."

## Federal and State Legislation

(Continued from page 2)

Hurley approved it at hearing. Passage seen as possibility, but by no means assured.

**Wagner Labor Dispute Bill.** With each new court decision against Section 7A, NIRA, the chances of passing this bill are increased. Even stronger opposition than that already offered is needed by business to make certain of its demise.

Various other bills are now being considered by committees on such subjects as tax on business size, \$10,000,000,000 public works program, confiscation of super-incomes, and of all inheritances above \$10,000,000, Townsend Plan for \$200 per month old age pension and many others of similar nature. Little publicized bills affecting industry are: H. R. 141, a Connery bill, which would require state authorities to secure consent of Secretary of War before Federal equipment could be used by National Guard in quelling industrial troubles; another Connery bill would place representatives of national unions upon all boards or agencies of the government which execute laws dealing with workers.

Little work has actually been completed by the Senate or House since the middle of February, and in fact since the beginning of the session. The Senate passed an army appropriations bill, adopted resolution asking for accounting of P.W.A. funds, defeated McCarran Amendment, and passed various other appropriation bills, principally of the "pork" variety.

The House with considerably more accomplishment to its credit, passed the HOLC bill adding \$1,750,000,000 to HOLC loan facilities; repealed the "pink slip" publicity provision of the Income Tax Law; passed several appropriation bills; passed and sent to President bill to investigate A. T. & T. and affiliates; passed the Rayburn bill (do not confuse with Rayburn Rail bill) authorizing Department of Commerce to make studies for private industries on payment of costs; passed Connolly oil control bill and sent it to President; approved Industrial Loan Insurance up to \$50,000.

## State

**Subsistence.** Connecticut reasserted her sovereignty by turning down in both House and Senate the Federal subsistence homestead or rehabilitation corporation idea, because of the necessity of submitting to Federal domination of the corporation, which would control the projects.

**Old Age Pension.** Hearings completed and expected to be reported out favorably before this issue is in the hands of readers. Three dollar head tax by town collection method expected to be recommendation of committee for raising the needed revenue of slightly over \$2,000,000.

**Hours of Labor Bills.** Hearings were attended by over one hundred manufacturers with many registering against the proposed 40 hour bill for men and also the one for women, on the basis that industries in other states would have an unsurmounted competitive advantage over Connecticut concerns, in the event of passage, because of being permitted to work longer hours. Reasonable compromise between 55 hours, now permitted, and 40 hours, is expected to be the outcome.

**Tax Bills.** Thirty-three bills have been submitted to the General Assembly by the Special Tax Commission pursuant to Special Act No. 474 of 1933, 22 of these being printed in a 228 page report form. Copies of these bills in report form have been mailed to Association members for inspection and suggestions. The bills divide themselves into four groups as follows:

1. Bills revising existing state taxes and designed to improve the structure of such taxes and to stabilize the state income;
2. bills embodying a temporary program of state assistance to the finance of municipalities;
3. bills revising and extending existing laws governing the municipal procedures;
4. bills revising existing laws governing local property taxation.

**Protection.** Association strongly opposed H. B. 95 which would repeal the state statutes preventing intimidation and boycotting. Reported unfavorably in both Houses.

**Motor Vehicles.** Motor truck bill to regulate the operation of motor trucks (see C. I. Transportation Department for March) heard and now being slightly revamped. Chances of passage appear certain in revised form but substantially along lines in accordance with the views of its sponsors, (Association one of several sponsors.) Among the more than 200 motor vehicle bills introduced in this session, now being considered by the Motor Vehicle Committee, the following may be of interest: S. B. 268 is an act concerning fees for registering commercial motor vehicles and tractors, which would amend Section 1577 of the General Statutes, permitting the Commissioner of Motor Vehicles to determine the gross weight of each commercial vehicle and tractor equipped with rubber tires for the purpose of computing fees for registration based on such gross weight. The fee would be graduated from 30 cents per cwt in the group up to 20,000 pounds, up to 50 cents in the group from 30,000 pounds upward on pneumatic tire vehicles, and start with 40 cents per cwt graduating up to 60 cents per cwt on solid tire commercial vehicles.

S. B. 256, a Department bill, proposes a reduction of registration fees to practically one-third on passenger vehicles, with a view of making up the loss by a one cent increase in the gasoline tax. Similar bill introduced for commercial vehicles by M. V. Department.

S. B. 58 and S. B. 55 respectively make operators' licenses expire the last day of March instead of the last day of February and registration date expiration the last day of January following date of issuance, instead of last day of December.

S. B. 65 concerns reductions for registrations made for less than full year, requiring such reductions for registration to be computed on a quarterly basis.

S. B. 54 proposes to change fee of passenger motor vehicle operators' licenses from \$3.00 to \$2.00 and commercial license from \$5.00 to \$3.00.

S. B. 63 provides for figuring refunds on registration on a quarterly basis. Hearings on all these bills have been held but have not yet been reported out of Committee.

**Workmen's Compensation.** All bills scheduled for hearing by Judiciary Committee in Old Senate Chamber at 1:30 p.m., April 2nd. They include:

H. B. 765—Bringing employers of three under the act.

(Continued on page 19)

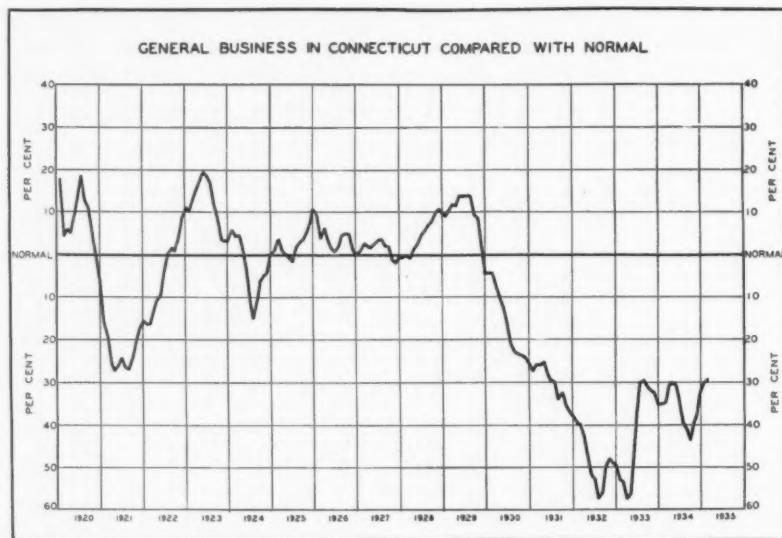
# BUSINESS PATTERN

**General Summary.** During February, general business activity in Connecticut continued to increase for the fifth consecutive month. Although the increase for the month was materially less than in earlier periods, yet the average level of business was the highest in almost four years. The largest single factor contributing to the month's advance was a substantial gain in the number of man-hours worked in five cities which was considerably in excess of the usual seasonal upturn. Factory employment in the two cities represented in the composite business index was 1% higher than in January and in eight other cities there was an advance of 3%. Freight car-loadings originating in Connecticut increased more than seasonally but cotton textile mill activity, after jumping from 66% below normal last September to 6% below in January, declined moderately in February. The volume of metal tonnage carried by the New Haven Road again increased. Bank debits to individ-

middle of February was reported to have been largely the result of the fact that consumers of steel, such as the automobile industry, had been drawing from stocks previously accumulated and was not the result of decreases in real demand.

The index of wholesale commodity prices compiled by the U. S. Bureau of Labor advanced  $\frac{1}{2}$  of 1% during the four week period ended March 9th. This was due almost entirely to an increase of  $2\frac{1}{2}\%$  in the price of farm products, other commodities for the most part being somewhat lower. Compared with a year ago, the price of farm products advanced 29% and foods 21% while the price of all other commodities declined  $1\frac{1}{2}\%$ .

The cost of living increased 1% in February over January. Food was up 3% and rent 1%. Other items showed little change during the period.



ual accounts, on the other hand, pointed downward for the second consecutive month. Data received for early March indicated conflicting trends in the general business picture. Average daily freight car-loadings decreased contrary to the normal seasonal trend but factory employment in one large industrial center continued to expand sharply.

The index of general business activity in the United States was approximately the same in February as in January. Electric power production, automobile production and pig iron production were substantially higher than in January but consumption of cotton decreased abruptly. Weekly indices of current business activity exhibited a considerable amount of hesitation during February and the first half of March indicated that activity during March may be somewhat below February. Automobile production was well maintained in line with a persistent consumer demand. In the second full week of March, close to 100,000 automobiles were produced, the largest weekly output with only one exception since May, 1930. The decrease in the rate of steel mill activity which has persisted since the

**Finance.** Connecticut business failures and the gross liabilities of failures advanced 27% and 20%, respectively, when compared with the corresponding period last year. The number of new corporations formed rose 33% and the total amount of capital stock involved increased 42%. Real estate business was more active as indicated by the 15% increase in the number of real estate sales. The aggregate value of mortgage loans, due to activity under the Home Owners' Loan Corporation last year and the lack of it this year, receded 38% under a year ago.

**Construction.** Building activity in Connecticut remained seasonally depressed in February but early in March a seasonal rise was getting under way. The number of building permits issued was much larger than last year but the value of permits rose only slightly.

The value of building contracts awarded in 37 eastern states declined contrary to the usual seasonal trend. This was due practically entirely to a decided reduction in new public work and utility construction although new

residential building also fell off somewhat from the relatively high January level. On the other hand, other non-residential construction was almost as large in February as in January.

**Labor and Industry.** Manufacturing activity in Connecticut plants experienced a more than seasonal increase in February. The index of the number of man-hours worked stood at 30½% below normal in that month compared with 33% below in January and 37% below a year previous and was higher than at any time since April, 1931. All cities for which man-hour data were available showed marked increases in activity, both over the previous month and February, 1934. Gains over January ranged from 2½% in Bristol to 7% in Bridgeport and, over a year ago, from 8% in Bridgeport to 11% in Bristol and New Haven. Employment in Hartford factories increased 1½% in February and 5% over last year. Torrington reported a gain of 1% for the month and 5% during the year. In Waterbury, employment in brass fac-

tories in February was approximately the same as in the two earlier periods.

According to preliminary information, factory employment and payrolls in manufacturing establishments in the United States both increased more than seasonally in February. Industrial payrolls were the highest since the middle of 1931.

**Trade.** The index number of sales by department stores in the United States rose to 75 in February against 72 in January and 71 in February, 1934. On March 1st, the Fairchild index of the price level of goods carried by department stores was 3% lower than a year previous.

**Transportation.** Freight car-loadings originating in 14 Connecticut cities advanced more than seasonally in February. Loadings of automobiles fell below January but were above any previous February since 1930. Loadings of merchandise in less-than-carload-lots expanded sharply over January.

\* \* \*

## Federal and State Legislation

(Continued from page 17)

H. B. 1039—Requires a report of industrial injuries to the Labor Commissioner, as well as to the Compensation Commissioner. Requires the furnishing of a transcript of the evidence to the employe in appeal cases. Requires the employer, if his insurance carrier appeals, to pay the award pending the outcome of the appeal; and provides treble compensation for minors, as against the 50% extra now allowed.

H. B. 1074—Requires the Compensation Commissioner to decide cases within three months of hearing under pain of reopening and retrial before another commissioner.

H. B. 769—Extends time limit for filing of claim in disease cases to three years from manifestation as against one year at present.

S. B. 163—Voids waivers; prohibits discharge for physical defect, if employe had worked 30 days, under penalty of \$50—\$100 and/or 30/90 days.

S. B. 816—Increases specific indemnity for eye to 312 weeks as against 156 weeks in the present schedule; and possible 520 weeks if other eye is impaired during this period.

H. B. 1064—Includes chiropractors as physicians under the act. This is the sole provision in the bill which only runs to two lines.

H. B. 72—Requires the commissioners to conduct hearings locally and provides numerous other procedural changes covering depositions and the like.

S. B. 592—Creating a state insurance fund into which employers would pay such sums as the newly created compensation insurance commission would prescribe.

H. B. No. 773—Creating a state insurance fund. A long bill, copied slavishly after Ohio or some other state. The copiers did not even bother to adjust the terms to the set-up in Connecticut. Thus, they speak of a "state insurance superintendent," an office which does not exist in Connecticut.

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# SERVICE SECTION

On account of space limitations, the material and used equipment items offered for sale by Association members have not been classified by sizes or usage best adapted. Full information will be given on receipt of inquiry. Listing service free to member concerns.

## ●● Materials for Sale

COLD rolled steel in coils and in squares, condulets and fittings, remnants of covering materials—velours, velvets, mohair, tapestries, denims, chintzes, and cretonnes, semi-finished and castellated U. S. S. nuts, pulleys, flat and crown face-steel and cast-iron; new shaft hangers, brass wire, brass rods, aluminum tubing, cold drawn steel—mostly hex; miscellaneous lot of material used in the manufacture of molded rubber parts and flooring, knife switches—new and many sizes; carload C. I. drop bascs; lead pipe, lead sheet, acid proof pipe fittings, 124 bars screw stock varying thicknesses and lengths, white absorbent tissue process from cotton, rotary convertor, colors and dyes—large variety, lacquers—several hundred gallons in assorted colors; and soft anneal copper with high silver content in rolls. J. H. Williams wrenches in assorted sizes.

## ●● Equipment for Sale

ACCUMULATORS, annunciators, baskets, beaders, beamers, bearings, belt stretchers, blowers, boilers, braiders, bronze rimmers, cans, cards, woolen; car loaders, chain, chairs, chamer, clocks, time recorders; clock systems, colors and dyes, compressors, condulets, convertors, conveyors, cookers, cooking utensils, doublers, draftsman's table, drop hammers, drops, board; drums, drying racks, dyes, engines, evaporators, extractors or percolators, fans, filtering carbon, folders, forming rolls, frames, furnaces, gears, generators, grinders, grindstones, grinding wheels, guiders, headers, lamp shades, lathes, lifters, looms, De Laski circular; machines, automatic; machines, calculating; machines, compressing; machines, dieing; machines, drilling; machines, filing; machines, filling; machines, folding; machines, knitting; machines, mercerizing; machines, milling; machines, pipe-cutting and threading; machines, pleating down; machines, riveting; machines, screw; machines, threading; machines, tongue and groove; machines, washing; mercerizer equipment; millers, mixers, mills, mills rubber; mixing rolls, motors, oil circuits; oven drawers, paints and lacquers; panels, planers, plungers, pointers, presses, profilers, pulley drives, pumps, reamers, receivers, rheostats, safe cabinets, saws, scales, screens, seamers, shapers, shears, spindles, spinning mules, steam tables, steam warmers, stitcher, 192 monitor corner box switches, tables, tanks, toilet equipment, trucks, ash can; tube closers: wire, wire screw and yarders.

## ●● For Sale or Rent

FOR SALE. One 3½ Bliss toggle press in good condition. Address S. E. 76.

FOR SALE. 1 Bigelow H. R. T. boiler. 53 B. H. P. Will pass inspection. With fittings. Address S. E. 79.

FOR SALE—Free Cutting Bessemer Screw Stock of various sizes ranging from 7/16" to 5" in Rounds; 1½" to 1½" in Squares; and ¾" to 2" in Hexagons. Also Cold Rolled Steel ½" x ¾" to 3½" x ¼". Address S. E. 80.

FOR SALE. One N. C. Grindstone 72" diameter x 12" face, brand new and offered for sale at reasonable price by company which has discontinued use of grindstones. Address S. E. 86.

## ●● Wanted to Buy

WANTED. USED—1 Portable Recording Wattmeter, 3 Phase, 3 Wire, 60 Cycles, 230 and 575 Volts, 5 Amperes, Synchronous Motor Drive (1" per hour and 1" per minute suggested); 2 Current Transformers for above, 20-25-40-50-800-1,000 Ampere Rating; 1 600-KVA, 440 Volt, 3 Phase, 600 RPM Alternating Current Generator, with Exciter; Exciter preferably directly connected to Generator. Generator must have amortisseur windings. Address S. E. 87.

## ●● Employment

AGENTS AND DISTRIBUTORS. Vitelli & Cia., Peru 84, Buenos Aires, Argentina, are interested in acting as agents and distributors for a manufacturer of hardware, shovels, etc. For further particulars write to The Argentine Chamber of Commerce, 245 Broadway, New York City.

ACCOUNTANT. Experienced in general accounting and cost work. Would like experience with auditing firm as junior or semi-senior. Age 32 and married. Salary requirements moderate. Address P. W. 275.

SALES MANAGER OR SALESMAN. Engineer with wide experience and contacts with manufacturing executives both in New England and throughout the country, desires position where his many contacts will be of greatest benefit. Primarily his experience has been in the promotion of steel sales, but it would be most valuable in the sales of equipment, tools or other items used by manufacturers. He will consider any location at any reasonable salary. Address P. W. 280.

POSITION WANTED. Chemical Engineer, Tufts 1934, desires connection with firm in chemical, engineering or sales capacity. No practical experience. Past seven months spent in foreign travel. Very nominal salary accepted at start. Address P. W. 285.

TRANSLATOR. Young Italian educated in Italy who can translate English into Italian or Spanish and vice versa, desires position as translator. Can also do clerical work. Nominal salary accepted at start. Address P. W. 286.

PRODUCTION MANAGER. Trained by and worked on personal staff of H. L. Gantt. Experienced in production control, budgeting and control of inventories to effect turnover, and coordination of plant production with sales budgets. Have installed standard costs. Understand, but have not specialized on rate setting. Experience mostly in textiles but fundamentally fitted for any industry. Address P. W. 287.

EXPORT—Sales. Young man, wide experience, desires hearing from manufacturer of reputable products who is interested in selling, or increasing sales to foreign markets, and can use the services of a man who understands export work in all its branches. References. Address P. W. 288.

BOOKKEEPER AND TYPIST. Young lady who has had 12 years' experience as a bookkeeper, typist and clerk in manufacturing establishments and several months' experience as a clerk in the Loan Department of another concern, seeks a position where her qualifications may be utilized to the greatest extent. Prefers Connecticut or New England location but will go anywhere for an opportunity. Will accept any reasonable offer. Address P. W. 289.

OFFICE MANAGER, PAYMASTER OR EMPLOYMENT MANAGER. Married man with good business training and over 20 years' experience in various types of office work with manufacturing establishments, railroads and state commissions, finds it necessary to seek new connections because of closing out the business of last employer. His experience covers such positions as cashier and correspondence, paymaster, employment manager, supervisor of stock records department, office manager and purchasing agent. In the prime of life, this man is in a position to give intelligent, conscientious service for reasonable returns for the next 20 to 25 years. For reference or interview appointment address P. W. 290.

CHEMICAL ENGINEER. Young man, graduate of Wesleyan and Yale Universities with B. S., M. S. and Doctor's degree in chemistry, who has been employed for 2½ years as a Development and Research Chemical Engineer, now seeks a new opportunity because of the curtailment of research activity by his present employer. Employer speaks in high praise of his ability, personality and habits. Companies planning to expand their research or laboratory work would do well to write for further details and appointment. Address P. W. 291.

JUNIOR ACCOUNTANT. Young High School graduate who has completed a nine months' course in accounting at a reputable business college where training included cost accounting and payroll auditing, is earnestly seeking a position in the accounting department of an industrial or commercial establishment, public accounting firm or for the time being will accept any clerical opportunity. For further details address P. W. 292.

THE way the above \$30,000 was saved makes it as clear a gain as if it had represented a cash sales profit. Because in each of the mentioned nine years the Robert Gair Company's net cost of workmen's compensation insurance has been at least 20% less than they would have paid in a stock company.

*How has the American Mutual managed to make all this possible?*

By sharing its savings or profits with its policyholders instead of operating mainly for the benefit of stockholders (as do non-mutual companies).

*How has the American Mutual been able to effect such an unusual percentage of savings?*

(a) By going to the root of compensation insurance costs . . . by maintaining a highly trained safety engineering department for studying and eliminating accident causes which help its policyholders reduce the number and severity of accidents in industry. (b) By exercising special care toward the selection of only the better class of risks. (c) By practicing the strictest economy in management and operation.

*Above*—New London plant of the Gair organization, manufacturers of boxboard, paper boxes, shipping containers, etc., other New England mills and factories at Shelton, Conn., Haverhill and Medford, Mass. Fourteen other locations in the U. S. and Canada. *Right*—Some typical "Gair" paper-box products.



That these things do count is attested by the fact that they have enabled the American Mutual to maintain an annual dividend return to policyholders of 20% or more ever since its organization, nearly fifty years ago. American Mutual is one of the strongest and largest as well as the oldest mutual liability insurance company in the world. More than 96% of American Mutual policyholders renew their insurance with this company year after year—a reliable indication of the SAVINGS, SERVICE and SATISFACTION that may reasonably be expected through association with the American Mutual.

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Surplus to Policyholders: \$3,864,074.80

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